

FOR PRIVATE CIRCULATION.

LETTER
ON
HOSPITAL EXPENDITURE

ADDRESSED TO

PETER REDPATH, ESQ.

President Montreal General Hospital.

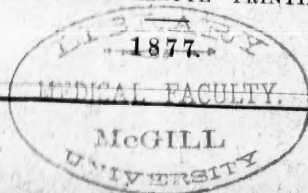
BY

MR. ANDREW ROBERTSON,

Treasurer.

Montreal :

PRINTED AT THE "GAZETTE" PRINTING HOUSE





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(Nov. 2, 1877)

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PETER REDPATH, Esq.,

President

MONTREAL GENERAL HOSPITAL.

MY DEAR SIR,—I deeply regret that unavoidable absence from town prevented my being at the Annual Meeting of the Governors in May, and also that, from the same cause, I could not attend the last Quarterly Meeting, nor the Special Meeting of the Governors, held in September.

At the Annual Meeting of the Governors in May, a resolution was passed directing the Committee of Management to inquire into Hospital Expenditure. This report was discussed at the special meeting of the Governors, and was by them referred back to the Committee of Management for further action. This Report, as presented to the Governors, has been printed, but, so far as I am aware, has not been circulated. My object in thus addressing you is to say that, perhaps through my fault, I may have been the means, in consequence of the way the Yearly Statements have been presented, especially in the item of "General Charges," of perhaps misleading the sub-committee in arriving at a proper conclusion, and that the deductions drawn from these figures will have to be modified accordingly.

You will no doubt remember that our mutual friend (and who, while in Montreal, took such an active part on the Committee of Management), Robert Muir, Esq., finding the financial accounts very incomplete, prepared the Financial Statement of 1872, modelled upon that of the Glasgow Infirmary Reports. No "General Charges" appear in that Report, but we

find them in 1873, the year previous to my accepting office, and they have been since continued. It was my intention this year to have had the Report for 1877 as complete in this respect as that of 1872; but because of my absence, as already mentioned, I did not see the report till it was printed and circulated.

In justice to myself I must here remark that seeing "General Expenses" had so much increased, being nearly one-seventh of the total expenditure, and this account having been introduced into the annual statements by one of themselves, I regret that the sub-committee did not call my attention to it, because, although absent from the meetings already referred to, I was repeatedly at the meetings of the Committee of Management, besides being in Montreal for a considerable period during the time the inquiry was being made. I may further say that on applying to the Accountant for an explanation why he used the term "General Charges," he replied that he had been ordered to do so by the Committee of Management at the time.

Having said this much, let me draw your attention to the following remarks on pages 6 and 7 of said Report—the comparison being made between the years 1870 and 1877:—"It will be seen that the cost of food, "milk, &c.,—from \$8417.12 to \$14,944.98—has very "nearly doubled, and appears to your Committee to be "excessive.

"The items of 'Servants' Wages' and 'General Expenses' have very greatly increased—servants' "wages by no less than \$5491, or upwards of 800 *per cent.*, and the cost of general expenses by \$5403, or "upwards of 1000 *per cent.*"

This statement seemed so very alarming, that it induced me at once to look into what was included under the head of "General Charges." An examination

shewed me that everything which had not been detailed under its proper heading was included here.

This examination also showed me how easy it was to give sensational figures, and as an example from the Income side of the account, take the ordinary Donations,—that is, the free-will and unsolicited offerings of the public, which were in 1870, \$1,247, and in 1877, \$5,277, or 364 per cent of increase. From the Employees, \$418 in 1870, to \$1,218 in 1877, or 291 per cent, increase. Private patients, \$52 in 1870, to \$1,574 in 1877, or upwards of 3026 per cent. I would not call your attention to such figures were it not that I desire to show how unfair it is to draw such arguments, or as I see it, to encourage a feeling against the Hospital, that, if allowed to go on or remain uncontradicted, would imperil the best interests of our noble Institution.

I have, therefore, prepared Statement (See Appendix A) shewing the amounts expended during the years I have been Treasurer, as they appeared in the Annual Balance-sheets, and another statement with fuller details, (See Appendix B) which will show, by reference one to the other, where the "General Charges" should have been distributed. Thus, for example, the cost of food, milk, &c., which in the first statement is \$14,944.98, is in the second increased to \$17,054.88, the difference being included under the heading, "General Charges" in the first statement. This will illustrate the principle upon which I have attempted to apportion to their proper accounts this item of General Charges. What is not so apportioned is included in the second statement under the head of "Other Expenditure."

In servants' wages, the Statement divides them into four divisions, instead of three as formerly; thus, take the year 1877, and the wages of workmen employed

was \$866.52, and should more properly have been charged to "Repairs" account.

For purposes of comparison, it seems to me that to compare the expenditure of 1870 with that of 1877 is apt to mislead. I think comparison should be made at some later period. If you will refer to the Report for 1870, you will find it there stated—

"The expenditure of the year is \$2301.78 less than that of the preceeding year, the Board of Management having thought it necessary, owing to the limited resources of the Society, to restrict the daily number of in-door patients to one hundred."

"The expenditure of the year has been \$19,727.42, the details of which may be seen in the book for that purpose placed on the table.

"The undertaking to raise \$10,000 from the citizens by special subscription has not been proceeded with this year, as, owing to the depressed state of the mercantile interest, it was held not to be a favorable time."

It is, therefore, my intention to deal with this question mainly as it existed during the last four years, and for purposes of comparison, chiefly with 1875 and 1877 (say the financial years ending April 30th).

In 1874 it will be seen that the Total Expenditure was \$33,797.10.

When I assumed office I found that the usual practice was to pay the balance of the last quarter's account of the previous year in the first quarter of the following one. The amount remaining unpaid of 1873 was \$3916.75, and believing that it would be better that each year should stand complete in itself, I included the whole expenditure in 1874, so that deducting the sum \$3916.75, would leave the actual expenditure for

1874 at.....	\$29,880 34
1875 "	34,073 35
1876 "	38,206 24
1877 "	42,861 97

By this it will be seen that during the last four years our ordinary working expenses have gradually gone up about four thousand dollars per annum. The increase between 1874 and 1875 may be roughly stated:—provisions, \$1,500; coal, \$1,000; medical salaries, \$1,000; men and women's wages, \$775. For the sake of argument I therefore infer, that 1875, with an expenditure of \$34,073, was for that year considered to be a reasonable expenditure, and shall now endeavor to point out, so far as I can, some of the points of difference between 1875 and 1877, so as if possible to produce a better understanding of the subject, and lead to such conclusions as may seem likely to result in a reduction of the expenditure, which is no doubt much to be desired.

In the year 1875, as you will remember, the Hospital proper contained 16 wards with 119 beds, giving a cubic space to each bed of about 898 feet. We had also the small-pox Hospital, containing 17 beds and 3 private wards, thus giving equal to 139 beds as the total in the Hospital.

In June of the year 1875 (but which comes under the financial year of 1876), the Morland wing was opened, and in October of that year the system of trained nurses was introduced, so that the year 1876 was practically half of the old, and half of the new system.

In the year 1877, the Hospital proper was almost entirely gutted, and the wards enlarged as much as possible, and where there were 16 wards with 119 beds their are now 10 wards with 106 beds, and with other arrangements the Hospital has to-day 167 beds in the public wards, with 1,035 feet of cubic space per bed, besides 5 private wards or 172 beds in all. If the same space only were allowed as we gave in 1875, we could put in 197 beds, being about 21 per cent. more

beds with 15 per cent. more space, or about 42 per cent. more beds with the same cubic space.

This increased room necessarily requires more servants, on the same principle that a man necessarily spends more in a larger than a smaller house even if all other things are equal. But besides the element of increased space and number of beds, there is also another element which must not be overlooked, viz: The increased cost of labor.

Thus we find that in 1870, the number of servants was 28, and their wages \$2,796; the same number in 1875, \$4,562, and in 1877, \$5,632; that is to say the same number of servants in each of these years performing the same, or nearly the same, services, cost so much more in 1875, and so much more again in 1877, but comparing these two latter years we find that the number of servants in 1875 was 36, and the wages per annum \$5,186; the same 36 costing in 1877, \$6,590, an increase of \$1,404. The increase of wages between 1870 and 1875 being chiefly due to rise in labor. That between 1875 and 1877, chiefly due to increased skill.

The number of servants added since 1875 seems to have been 1 day nurse, 3 night nurses, 2 assistant nurses, 1 seamstress, 1 laundry maid, 5 ward scrubbers, making 13 female servants in all. Two servants, a night doorkeeper, and a messenger, have been added to the male staff.

The staff in 1875 consisted of 36 servants, the wages being \$5,186, against 51 servants in 1877, the wages being \$8,222; increase, \$3,036, which increase may be apportioned as already mentioned, \$1,404, to increased skill, the balance, \$1,632, to increased number of servants.

In connection with the increase of servants, it naturally follows that there should be an increased

number of patients. This has not occurred to any very large extent, the number of days the patients were in the Hospital in 1875, being 50,008, while in 1877 they were 51,356, an increase of 1,348, or about $2\frac{1}{2}$ per cent. The death rate was, however, reduced from 9.25 in 1875, to 7.90 in 1877. The highest number in 1875 in the public wards in any one day was 155, and the lowest 111; seeing therefore there was only 136 beds in the public wards, when 155 were in the Hospital there was temporary accommodation required for 19 more beds, so that the Hospital was clearly overtaxed when that number was there. In 1877, the highest number in any one day was 167, and the lowest 107.

Let me now call your attention to the revenue, and in this connection I will first give you the ordinary revenue and expenditure commencing with 1872; that being the year when the system was introduced by Mr. Muir of shewing ordinary and extraordinary expenditure:

Year.	Ordinary Revenue.	Ordinary Expenditure.
1872.....	\$28,771 78	\$22,413 13
1873.....	32,342 93	24,423 74
1874.....	33,916 46	33,797 10
1875.....	36,746 70	34,073 25
1876.....	30,199 48	38,206 21
1877	35,749 63	42,861 97
	\$197,726 98	\$195,775 44
	Excess of ordinary income.....	\$1,951 54

As before noted, the year 1870 was an exceptionally hard year, but in 1872 it will be seen that the income was \$6,358; in 1873 \$7,919, and in 1875 \$2,673 more than the expenditure. Unfortunately, 1876 and 1877 are just the opposite way, being \$8,007 deficiency in 1876 and \$7,112 in 1877; no doubt causing much anxiety, because if the same ratio

were to continue it would be a very serious blow to the Hospital. It is true that, as far as the six years are concerned, there is a balance of revenue over expenditure of \$1,951. But the experience of the last two years shows that we must either reduce expenditure or increase revenue, and upon the methods to be adopted to this end, I shall have something to say further on. In the meantime let me call your attention to the extraordinary revenue and expenditure.

Year.	Revenue.	Expenditure.
1872	\$5,611 94	\$ 484 55
1873	6,214 26	6,847 05
1874	5,930 00	11,216 17
1875	3,586 66	25,151 18
1876	8,987 12	7,410 35
1877	5,971 50	9,222 32
Morland Wing.....	7,500 00	7,500 00
Total	\$43,801 48	\$67,831 62

Making an excess of expenditure of \$24,030 14

This sum has been expended, first of all—

For extraordinary repairs to Hospital	\$21,959 00
For Morland Wing	20,656 00
And for landed property.....	25,266 00

The actual property used by and in connection with the Hospital has been thereby increased by \$42,615.

At the beginning of the financial year of 1872, the Hospital property was valued at.....	\$100,200 00
And the furniture at	10,000 00

In addition, the amount of securities, mortgages, &c., including cash on hand, were in all.....	\$ 83,665 13
Deducting the Nixon mortgage.....	4,800 00
And unpaid Quarterly accounts.....	3,543 98
	8,343 98

Which left the Endowment Fund at..	\$75,321 15
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On the 1st May, 1877, the securities amounted to		
Lots 240, 241, 242 and 245 cost.....		\$80,258 42
		32,200 00
The liabilities due on lots 240 and 241	\$6,099 72	\$112,458 42
" " lot 242.....	672 00	
Nixon mortgage.....	4,800 00	
Quarterly accounts.....	7,089 38	
Borrowed money.....	7,899 45	
		26,560 55
Leaving the Endowment Fund at.....		
		\$85,897 87

Thus showing a gain of \$10,576.72 over 1872, but with this difference—that \$24,000 of the land is not paying interest, so that there is a loss of revenue to the extent of about \$840 as compared with the securities held in 1872.

I have thus as succinctly as possible shown the financial state of the Hospital as at May last, and from the tables A and B you will be enabled to judge where you think a saving can be effected, and to guide you as to how far the recommendations of the Sub-committee can be carried into effect. The increase in provisions over 1875, considering the number of servants additional, would add about \$1,400—so that there is an increase of about \$1,800 in 1877 over 1875; of this sum, I think at least \$1,000 or more will be saved in the present year.

The next very important item is the Drug account. I dare not venture to express an opinion on this subject, but for information I may say that the Toronto General Hospital spend barely half the sum we do. But not knowing the exact circumstances, no proper comparison can be made. If it was deemed advisable we might give at the Out-door Relief *advice gratis*, and charge a minimum sum of 10c. per prescription. I am sure this would bring into the Hospital over \$1,000 a year; while, at the same time, it would largely prevent people imposing on us, and by this means probably save a few hundred dollars more. Even if nothing is charged,

a saving should be tried to be effected of, at least, \$500, or more. There will be a saving in coal this year of about \$1,000; on the other hand, from the consumption by the gas stoves, there will be at least \$250 to add. Printing should be reduced. Six hundred and ninety-six dollars will be saved by insurance being paid last year for three years. Salaries will be increased by about \$200, because of the gradual rise promised to the trained nurses. Workmen's wages, as also Hardware, should be put in "Repairs" or "Furniture" accounts. Law, Nurses' Expenses and Washing were all abnormal charges last year, and should not be required to any great amount. I venture therefore to submit that, to carry on the Hospital for the present year on the same scale as last year, the sum of \$37,500 to \$38,000 will be sufficient, estimated as follows:—

Provisions, etc.....	\$16,000	
Drugs, etc	3,300	
Bedding and Clothing.....	1,200	
Wines	1,000	
Coal	2,000	
Gas.....	700	
Water	200	
Printing	500	
Repairs	1,500	
Furniture	600	
Medical Salaries... ..	600	
Men's do	3,000	
Women do	5,400	
		\$36,000
Leaving for unenumerated	\$1,500 to \$2,000	

In this calculation, I assume the Medical Staff to be as at present, consisting of House Surgeon, Assistant House Surgeon, and Apothecary.

The Steward, Assistant Steward, Clerk, Messenger, two Orderlies, Doorkeeper (day), Surgery-man, Cook (man), Carpenter, and two Firemen for six months

of each year—say equalling one person all the year round.

FOR THE FEMALE STAFF.

The Matron, twenty-five Nurses, and five Ward-cleaners; Kitchen, two; Laundry, four; Housemaids, two; Sewing-women, one—making forty in all. For the numbering of Wards and the division of the twenty-five Nurses and Ward-cleaners, (see Appendix C.)

This gives Medical Staff, three; Male Staff, eleven; Female Staff, forty. Total, fifty-four.

Assuming that we have the same daily average of Patients as last year, the amount of days, say 51,356, multiplied by 78c, would give \$37,489, which, from your knowledge of this work, you will admit to be a very low rate. Now let us assume that instead of 140 patients per day we could get twenty more of a daily average, I calculate the additional cost of Food and Medicines, even at our rate in 1877, that the expenses would not exceed \$2,200 more, and would cost 64c per day for 160 average. Suppose, on the other hand, we reduce our number by twenty, the only saving that could be effected would be in the Nursing Department, the Administration and Housekeeping would remain the same. This would save four persons, say one Day and one Night Nurse, one Assistant Nurse, and one Ward-cleaner—\$492; and for Food, Drugs, &c., for Servants and Patients, a further sum of \$2555 would be saved, say in all \$3047, and your Patients would cost you 79c. per day for 120 average.

The actual rate for 1877 is 83½c. per day; 80c. gives \$41,084.80—leaving the Out-door Relief, two years' Insurance, and the abnormal Washing account to

more than make up the difference of the \$42,861.98 expended.

In this connection it might be as well to quote some other hospitals :—

The Pennsylvania Hospital in 1875, (see 125th Annual Report): Total number treated, 1,974; total number of days, 59,053; total cost, \$64,951.99; number of out-door patients, 9,750; costing equal to one dollar and ten cents per day. The Presbyterian Hospital in 1876 cost one dollar and eleven cents per day.

The Leeds Hospital, in England, treated 3,192 patients, in 1873, average daily 201, average time 23½ days, total number of days 73,365, at a cost of £15,185, or four shillings and two pence sterling, equal to one dollar and four cents per day. In examining this report, I was struck with the enormous waste of linen there reported. In the years, 1872-73, they used up 42 bolster cases, 42 counterpanes, 43 dusters, 1,127 pillow cases, 1,272 sheets, 61 pairs of slippers, 37 table cloths, 523 towels, and 34 toilets.

I will now call attention to the report of the sub-committee appointed on the 24th day of September, and their proposals for reducing the expenses of the Hospital, (see Appendix D).

I have numbered the paragraphs for convenience of reference, and would say that with Nos. 1, 2, 3, 4, and 19, I entirely agree. No. 4, the words "simply enormous" seem very strong. The amount should have been given so as to form an estimate. I may say that it does not exceed one thousand dollars per annum. 5. While it may be possible to dispense with the night door-keeper—a messenger can hardly be dispensed with. Nos. 6, 7, 8, are, I think, practically the same as in Appendix, (see C).

No. 9. Is to my mind simply impossible unless to

destroy the value of the institution. C in Appendix shows how the nurses are disposed through the Hospital, and if it can be shewn that 20 will do the work of 30 in a proper manner, no one will be better pleased than myself.

This has not been done, only generalities are indulged in, and the rule of three used, which it is impossible to admit in such a case as this. If our wards were all 28, 30, or 32 beds, and the proper conveniences and rooms attached for the nurses, I am willing to admit that four nurses could do for above number say one nurse to 7, $7\frac{1}{2}$, or 8, except in special diseases, when a large amount of surgical dressing is required, or a large amount of typhoid fever is raging. In the best constructed modern Hospitals, in ordinary diseases, I am informed that this proportion is sufficient. But our Hospital hardly comes under that category. Wards 17, 27 in brick building (see C in Appendix) have 3 nurses and 1 ward cleaner to 29 beds, or 1 to $7\frac{1}{2}$. Wards 21, 23, being on 2d flat with nothing else near them require a similar number or one in $5\frac{1}{2}$. So do 31, 33, on 3d floor. Crossing to the female side we have Nos. 20, 22, 24, with 40 beds, 1 day, 1 night, 3 assistant nurses, and 1 ward cleaner, or $6\frac{2}{3}$ to each nurse; and here it must be remembered that there are 15 children's beds, which require much more attention than adults.

Passing up-stairs to third floor, Nos. 30, 32, 34 have 25 beds, 4 nurses, or $6\frac{1}{4}$ to each; 35, the male infectious ward, and 36, the female infectious ward require 1 day assistant nurse for each ward, and during the night, when no one is about, I allow one to go between, although this can hardly be considered correct. For the private wards 1 day, 1 assistant, and $\frac{1}{2}$ night nurse to divide her time with No. 11 on the same flat, which itself requires 1 day and 1 assistant, there being 15 beds in it.

This makes the number of nurses 25, and of ward cleaners 5, the latter having, in addition to their respective wards to clean, all the halls, passages, etc., etc.

Exception will no doubt be taken to this statement on the ground that while we have 167 beds we have only 140 average daily patients, and as one in 6 is considered a liberal allowance, 23 is all we should have. As has been already stated, we have had 167 patients in one day, or in other words all the beds in the public wards filled. We must be prepared for the largest number. So that leaving $2\frac{1}{2}$ nurses for the private wards, and $27\frac{1}{2}$ for 167 patients being as near as possible 1 in 6. In this connection it would be as well to read the report of the Medical Board, (see E in Appendix) for their opinion on this subject. No. 13 also comes in this connection. It seems to me that as soon as patients are convalescent they should not be allowed to remain one day longer than is necessary. As to suggestions Nos. 14, 15 and 16, it would have been more satisfactory if in these cases the salaries had been named, and in the case of 16 I would prefer that the proposed steward's clerk should board in the house, and reduce the salary. If only two are to be there, one should be able to relieve the other.

Nos. 17 and 18. In this connection you can refer to the opinion of the Medical Board. For myself I must most strongly dissent from No. 17. My recollection, sustained as it is, by documentary proof, originals of which I am led to believe are in your hands, is that Miss Machin came to us as a Matron or Lady Superintendent, or whatever the Committee of Management choose to call her, with trained nurses to carry on the work of the Hospital at a stipulated salary of \$640 per annum, and that if a training school was ultimately established her remuneration should be increased for

the additional work, and to show that this was the evident intention it is only necessary to say that Miss Armstrong, our former Matron, left a few days before Miss Machin entered on her work.

This report seems to me entirely too general, and till the amounts are filled in and a comparison made with our present arrangements it will be hard to know the amount proposed to be saved; but so far as I can learn by the proposed change in the male staff, and by the dismissal of the night doorkeeper and messenger, the estimated saving is \$120.

Then, assuming that the 25 nurses are reduced to 20, and the ward cleaners dispensed with, the amount of wages saved will be say \$960. The wages will thus be reduced, from the sum I have estimated for all the various staffs of \$9,000, by about 12 per cent., say to the sum of \$7,920.

The staff as it exists this month consists of the House Surgeon, Assistant House Surgeon and Apothecary, whose aggregate salaries are at present \$600; but which the Medical Board think, considering the advantages which they obtain by being in the Hospital, might be reduced one-half.

STEWARD'S DEPARTMENT.

We have	1 Steward.....	\$640
	1 Assistant.....	480
	1 Clerk.....	240
	1 Messenger.....	120
	2 Orderlies.....	468
	1 Day Doorkeeper.....	180
	1 Night do.....	180
	1 Surgery Man.....	180
	1 Carpenter.....	180
	1 Fireman.....	192
	11 Men Servants, costing.....	\$2,860

HOUSEHOLD DEPARTMENT.

In Kitchen,	3, (Cook, Assistant and Maid).....	\$456
In Laundry,	4,	540
Housemaids,	2,	216
Seamstress,	1,	120
	10,	\$1,332

NURSING DEPARTMENT.

1 Matron	\$640
7 Day Nurses	1,200
7 Night do	852
11 Assistants	1,104
5 Ward Scrubbers	480
31	\$4,276

This makes the total staff 55 in number, and total wages \$9,068. I may here state that the actual wages paid under these separate staffs has been for the half-year ending the 31st October has been \$4,337.06.

The report of the Sub-Committee, as I understand it, means a reduction in the male staff from 11 to 9, viz., the Night Doorkeeper and Messenger.

The Housekeeping staff is now arranged according to report at 10 persons, costing same as has been already mentioned.

The Nursing Department is proposed to be reduced from 31 persons to 21; and as 5 of them are ward cleaners, and the trained nurses are not to be dispensed with, the calculated saving would be \$960. To sum up, 3 Medical Staff, 9 Stewards, &c., 10 housekeepers and 21 nurses, will give a total of 43 persons;—and as it is proposed that the Assistant Steward or Clerk shall board out, it will save the food of 14 persons, which will amount to a further saving of \$1,260;—thus making a total saving of \$2,340, to be further increased by such amount as they may agree on as the reduction by the proposed new Matron's salary. In order to accomplish these savings, we are to part with our present Lady Superintendent. I am strongly opposed to this. I do not believe that these savings can be effected, having regard to the efficiency of the Hospital. But even if they were possible, I cannot think that the friends of the Hospital would consent for such an amount, to relapse into the system of untrained super-

intendence, for that which has produced such excellent results during the last two years.

I would here call to your remembrance the enormous loss and trouble last year in the cost and management of the housekeeping. For several months the basement was being renewed, and it was to be expected, that, necessarily, a large amount of waste would be caused thereby. The Hospital has been for the last half year in such a shape as to enable the operations to be carried on with a comparative degree of comfort. I cannot, at present, give you the exact position of the half-year ending 31st October, but I know, in a general way, that our ordinary income has increased about \$1,000, and our expenditure decreased by about \$2,500—as compared with last year. It seems to me that this will be the first year since my connection with the Hospital that it will have had a fair chance of proper comparison with similar institutions.

I do not wish you to infer for one moment that I am against trying to economise. No one can be more anxious to make both ends meet than one who has to see to the funds. You are aware that I have hitherto always disclaimed having anything to do with the internal management of the Hospital, claiming that if I took care of the income, and saw that it was properly vouched for, before it was expended, I did my fair share of the work. But on my return to town I found so many Governors approach me, and declare that if the system of trained nurses were abolished, and in this I have to include the Lady Superintendent, they would withdraw their support entirely from the Hospital, that I felt a serious responsibility rested upon me to prevent such a result. I therefore entered on my self-imposed task, and intended to have laid the subject before you in a much less formal manner, but finding

almost daily criticism in the public press on the action of the Committee, and that the subject was not well understood by those outside, besides being most decidedly opposed to the changes proposed in the nursing department, I have thought it better to take this mode of addressing you, the more especially as some of the friends who induced me to take the matter up suggested this particular form.

Before closing, let me say I am in favour of retrenchment wherever it can be properly carried out, and have given my support to the Committee in everything except as to their proposed changes in the Nursing Department. This I do not think should be interfered with at the present moment, not only for its own sake, but especially because, from the statements already made to me, I feel certain the result would be a loss to the Hospital of more than double the saving proposed.

I am,

My Dear Sir,

Yours very faithfully,

ANDREW ROBERTSON.

Montreal, Nov. 2, 1877.

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CLASSIFIED STATEMENT of Expenditure as shown in
Annual Reports.

	1877.	1876.	1875.	1874.
Provisions	\$14944 98	\$13159 81	\$12225 80	\$12874 47
Drugs, Medicines.....	3483 62	3253 98	2629 69	2616 95
Instruments.....	393 07	273 13	664 75	616 03
Bedding, Clothing.....	1687 03	1775 87	1391 31	1470 16
Medical salaries.....	696 00	834 00	1712 00	725 00
Steward, &c.....	1852 00	2054 70	1250 00	1395 00
Servants' wages.....	7237 48	5702 38	4107 70	3879 06
Wines	913 84	948 68	807 15	1085 41
Fuel, Gas, Water.....	3698 73	3194 04	3506 73	2862 68
Insurance.....	796 93	426 57	350 40	250 72
Printing, &c.....	754 59	560 90	343 29	381 93
Ordinary Repairs.....	145 48	743 44	172 20	176 25
Furniture	279 05	738 44	613 14	1203 10
General charges.....	5979 17	4540 30	4299 19	4260 34
Total.....	\$42871 97	\$38206 24	\$34073 35	\$33797 10

For fuller details see opposite page—the total result being the same.

B

FULLER DETAILS of Expenditure absorbing General Charges
under their respective heads.

	1877.	1876.	1875.	1874.
Meat, Poultry, &c.....	\$ 6529 80	\$ 6129 93	\$ 5517 46	\$ 5006 29
Vegetables	520 98	495 38	477 17	407 22
Bread and Flour	1829 83	1800 14	1901 02	1911 72
Butter and Cheese	1943 07	1448 41	1528 41	1036 88
Milk	3787 78	3107 32	2801 72	2197 21
Groceries	2190 06	1852 46	1365 45	1495 43
Fruit	253 36	228 70	234 79	249 90
Total provisions	\$17054 88	\$15062 34	\$13826 02	12304 65
Drugs, Medicines.....	3483 62	3253 98	2629 69	2715 97
Instruments	393 07	273 13	664 75	341 75
Bedding and Clothing	1687 03	1775 87	1391 31	1082 04
Wines, &c	913 84	948 68	807 15	983 61
Coal	2876 26	2443 23	3023 08	2068 83
Gas	521 28	452 52	380 97	376 89
Water	211 85	211 85	212 80	200 10
Printing	754 59	560 90	343 29	303 43
Insurance	696 93	335 51	350 40	250 72
Repairs	1459 36	1697 36	1249 54	1572 58
Furniture	646 12	1103 70	919 80	1375 50
Hardware	395 23	326 80	163 21	118 00
Soap, Oil, &c	327 15	276 97	254 96	269 82
Salaries—Medical	696 00	834 00	1712 00	725 00
" —Men	3204 00	2844 00	2134 00	1982 00
" —Women	5018 96	4056 12	3052 00	2429 00
" —Workmen	866 52	852 96	371 70	408 28
Law	100 00	61 06		
Nurse's Expenses	179 52	564 22		
Washing	947 81			
Other Expenditure	427 95	241 04	586 68	* 4288 91
Total	\$42861 97	\$38206 24	\$34073 35	\$33797 10

* \$3916.75 should be deducted from this item, being the balance of last
Quarters accounts of 1873, thus leaving the actual expenditure of that
year \$29880 34.

c

No. of flat.				No. of Nurses, etc., required.				No. of Nurses, etc., required.								
No. of flat.		No. of Ward		No. of Beds.		Day.	Night.	Assistant.	W. Cleaners.	No. of Ward	No. of Beds	Total.	Day.	Night.	Assistant.	W. Cleaners.
1st.	11	15	Total	15												
2nd.	21	15		1	1	1				20	8	5	1	1	1	
	23	8	23	1	1	1	1			22	15					
3rd.										24	17	40	1	1	3	1
	31	15								30	8					
	33	8								32	13					
	35	4	23	1	1	1	1			34	4	25	1	1	1	1
Brick Building.				4						36	8	8		1	1	
1	17	15														
2	27	14														
			29	1	1	1	1									
			94	4	4	5	3					78	3	3	6	2
Odd numbers are...																

Odd numbers are male wards, even numbers are women's wards. Nos. 35 and 36 are infectious wards.

Total beds, 172; day Nurses required, 7; night Nurses, 7; assistants, 11; and ward cleaners or ward assistants, 5.

The wages paid to the above, as per October sheet, will cost per annum:—

7 day Nurses.....	\$1200
7 night do.	840
11 day Assistants.....	1056
5 ward cleaners.....	480
30 in all, costing, per annum.....	\$3576

This sum will increase in the case of the trained nurses, as they receive higher wages each year for 3 years, probably to extent of about \$150 to \$200.

26th September, 1877.

At the regular meeting of the Committee of Management held on the 24th day of September instant, a Committee was appointed composed of the following gentlemen, viz., Messrs. Alexander, Brydges, Plimsoll, Bryson and Clendinneng, to enquire into and devise the best measures for carrying out the report of the Sub-Committee on the reduction of the Hospital expenditure, which report had been previously fully adopted by the Committee of Management on the 10th instant, and by an adjourned meeting of Governors on the 19th.

In pursuance of this resolution the said Committee met this day, 26th September inst., in the Governors' Hall of the Institution, at 9:30 a.m., when were present, Messrs. Alexander, Brydges, Plimsoll, Bryson and Clendinneng. After a calm and lengthened discussion of the object of the report, also an interview of considerable length with Miss Machin, which however in its results failed to satisfy the Committee, it was

Resolved.—That the adoption of the report of the Committee of Management, by the meeting of Governors on the 19th instant, renders it obligatory upon the Committee to enter at once upon prompt reductions in the expenses of the Hospital, if the institution is to be saved from bankruptcy.

That the request made to the Lady Superintendent to suggest any means of economy having failed after a full interview with her, to produce any response which promises any material reduction. The Committee in pursuance of the responsibility now resting upon them must deal with the whole question in the manner which best commends itself to their judgment. The cost of conducting the Hospital now exceeds by at least \$10,000 a year the funds available.

That the effort made for special subscriptions cannot again at least for some time be successfully repeated, and the prospective collections for the present current year render every economy a matter of imperious necessity.

That the following measures must be at once put in force:—
1st. That the charge made for Paying Patients when not in Private Wards be advanced to fifty cents per day.

2nd. That when Patients are admitted careful enquiry be made into their circumstances, and if they are found able to do so, the charge of 50 cents per day be strictly enforced.

3rd. That a conference be had with the Medical Board on the subject of admission into the Hospital, so that strict and proper rules be enforced, with the object of preventing any waste of the resources of the Hospital, and the possibility of its usefulness, from want of funds, being seriously interfered with in future.

4th. That at the same conference the question of out-door relief be very seriously considered, it being the opinion of the Committee that this branch of the Hospital is greatly abused, and must be very greatly curtailed if it is not entirely abolished. The cost of medicines supplied to out-door patients is simply enormous.

That to reduce the expenses of carrying on the Hospital, the following measures of economy be at once put in force.

5th. That the Night Doorkeeper and Messenger be dispensed with.

6th. That the five Servants employed in the Linen Room and as Housemaids be reduced to three.

7th. That the five Servants now employed in the Laundry be reduced to four, and probably after a trial to three.

8th. That the number of Cooks be limited to three, and that after trial it be considered if that number may not be reduced.

9th. That the number of Nurses be reduced from twenty-five to not exceeding twenty.

f Nurses,
required.

	Assistant.	W. Cleaners.
1		
3	1	
1		
1	1	
		2

Nos.

ants,

per

ive

50

10th. That a Steward be appointed who shall reside permanently in the building; be responsible for the proper receipt and use of all articles brought into the Hospital; who shall daily check the Diets ordered by the Physicians, and see that the aggregate is not exceeded; who shall have control of all the Men Servants; who shall keep such Books as the Committee may direct, and who shall not absent himself without leave. That the Steward see personally to the sending up from the Kitchen of the Diets to the several Wards, and that the Matron see to their proper distribution and use in the Wards, as ordered by the Physicians.

11th. That the Steward be allowed one Junior Clerk to assist him with the Books, &c

12th. That a Matron be appointed who shall reside permanently in the Hospital, have control of all the Nurses and Women Servants, supervise the cooking in the kitchen, and see that there is no waste or extravagance; be held responsible for the Hospital being kept in a proper state of cleanliness, and control the Washing and the proper care and mending of the Linen.

13th. That Convalescent Patients be employed to aid the Regular Servants, when the House Surgeon considers them fit to do so, in order that the number of Servants to be paid by the Hospital may be kept within the smallest numbers.

14th. That the Salary of the Steward and Matron be \$— each, with board and lodging.

15th. That the Salary of the Steward's Clerk be \$— to begin with, without board and lodging.

16th. That Mr. Russell, who has so long been connected with the Hospital, be appointed Clerk to the Committee of Management, with a salary of \$—, without board and lodging,—and his duties be hereafter defined by the Committee.

17th. That the proposal to establish a Training School for Nurses having, from financial necessity, fallen through, the Hospital can no longer afford the expenses of a Lady Superintendent, and the Committee must therefore, with regret, consider the necessity forced upon them to part with Miss Machin, now that the term of her engagement is about expiring.

18th. In coming to this determination, in view of the present financial position of the Hospital, the Committee desire to take the opportunity of expressing their full appreciation of the great interest which Miss Machin has exhibited in the care of the Patients, and her excellent qualities in everything that relates to the important question of Nursing. In parting with her the Committee will be glad most carefully to consider the fair and proper consideration which is due to her, and desire to make the severance as regards time upon the most proper and liberal basis.

19th. That in conference with the Medical Board, the whole question of Diets be considered, as affecting not only the recovery of the Patients but the expenses of the Hospital.

20th. The Sub-committee recommend the Committee of Management to pass the foregoing Resolutions as calculated to save the Hospital from being brought into a position, now impending, of the most serious financial embarrassment. If measures of this character are not put in force without delay, the Hospital will run great danger of being closed entirely within a few years, or the extent of its benefits being curtailed in a way which it would be exceedingly distasteful to many to be forced to put in practice.

(Signed)

{ CHAS. ALEXANDER,
C. J. BRYDGES,
JOHN PLIMSOLL,
T. M. BRYSON,
WILLIAM CLENDINNING.

JOHN PLIMSOLL, Esq.,
Secretary Committee of Management.

September 19th, 1877.

DEAR SIR,—I beg to acknowledge the receipt of your letter of the 17th September, enclosing copy of a resolution of the Committee of Management referring the report of the Sub-Committee on the Hospital expenditure to the Medical Board for their consideration; this Board consequently held a special meeting on the 18th instant, and adjourned until this day, when the following resolutions were passed:—

1st. That with respect to the item of increased expenditure for food, milk, &c., this Board are of opinion that as far as the item of milk is concerned, it can readily be accounted for, by the increased prevalence of typhoid fever and the great consumption of milk in that disease, also owing to the opening of the Children's Ward which did not exist in 1870, further that it is to be remarked that while the item of milk is much greater per patient now than in 1870, the charge per patient for stimulants is considerably less than at that time, the former having largely supplanted the latter. With regard to other articles of food we are not in a position to offer any explanation.

2nd. That with reference to the suggestion of the Sub-Committee that considerable reduction in the number of Servants might be made, this Board would desire to express its decided opinion (founded mainly upon the statements of the present attending Physicians) that the staff of actual Nurses, *i.e.*, those in immediate attendance upon the patients, is by no means in excess of what is really required to insure a degree of thoroughness and care in this all important work. On enquiry the Board are informed that the number of Nurses employed at the present time, is as follows:—Head Day Nurses, 6; Assistants, 9; Night Nurses, 6. Making 15 Nurses actually on duty in the day time, or an average of about 9½ patients to each Nurse. In addition to the Nurses 7 women are employed in the Wards for the purpose of keeping them clean, and in other ways assisting the Nurses, and were not such assistance given, we are of opinion that these 15 Nurses would not be sufficient, for the proper nursing of the patients.

3rd. In explanation of the following expression in the report of the Committee, "Your Committee also consider it advisable to remind the attending Physicians that the Hospital is not a Convalescent Home," the Medical Board would beg to refer to Schedule B. appended to said report, where it will be seen that the average number of days of each patient in 1870=28.67; in 1877=26.92, besides which must be taken into account, the greater prevalence of typhoid fever in later years. The attention of the Medical Board has more than ever been directed to this point during the last twelve months.

4th. The Sub-committee recommend the appointment of a Matron to replace the present Lady Superintendent. The Medical Board desires respectfully to dissent from that view. In the treatment of all diseases good nursing is of the utmost importance, and without this medical advice would be powerless for good. In order to have nursing properly performed, it is highly advisable that the Nurses should be under the control of a lady capable of instructing them in their duties, and consequently commanding their respect. The Board, therefore, would strongly deprecate any action which would have the effect of substituting a non-trained Matron for a skilled Lady Superintendent.

5th. The Medical Board heartily concurs with the Committee of Management in the great necessity that exists for reducing the expenditure of the Hospital, and pledges itself to co-operate with them in their efforts to do so.

I remain, Dear Sir,

Your obedient servant,
GFO. ROSS, M.D., Secretary to Medical Board.

PETER REDPATH, Esq.,

President

MONTREAL GENERAL HOSPITAL.

DEAR SIR,—Since I addressed you on the 2nd inst., I have received the statement for the quarter ending 31st October, 1877. I am thereby enabled to give you a statement of the income and expenditure (ordinary and extraordinary) for the first half of the financial year ending 30th April, 1878. From the statement which is hereto appended you will observe that the ordinary income for the half-year ending 31st October, 1877, has increased by \$910.57, and the extraordinary income has also been increased by \$4,800. The ordinary expenditure, *i.e.*, the working and maintenance of the Hospital, has during the same period been decreased by \$3,283.14, and the extraordinary expenditure decreased by \$1,853.69. This result must, I am sure, be as gratifying to you, as it was unexpected by me. As I wrote you in my former letter, I anticipated a considerable decrease, but the result shown is far beyond my anticipations, it is the more gratifying, inasmuch as it has been accompanied by a large addition of the number of patients in the Hospital, there having been during the past six months 26,438 days against 23,771 days in 1876. This bears out the views I expressed in my former letter that 1877 was an abnormal year, and that it would be found when we were fairly in settled order, that our expenses would be considerably decreased. The per diem rate you will note shows a much larger difference being 96 cents in 1876, as against 71.6 cents for the present half-year; this arises from the larger number being treated, and at the smaller expense. I

am not yet able to give particulars of where the savings have been effected, if able before this goes to press, I will add it to the statement, if otherwise I hope to be able to give it at the next quarterly meeting of the Governors.

In the meantime,

I am,

My dear Sir,

Yours very faithfully,

ANDREW ROBERTSON.

MONTREAL, 9th November, 1877.

COMPARATIVE STATEMENT for the half-years, income and expenditure in the Hospital, ending 31st October, 1876 and 1877 respectively :—

	1876-77.	1877-78.		
Ordinary Income.....	10,577 86	11,488 43	Increase.	910 57
Extraordinary Income.	640 00	5,440 00	Increase.	4,800 00
Totals.....	\$11,217 86	16,928 43	Increase.	5,710 57
Ordinary Expenditure .	22,219 33	18,936 19	Decrease.	3,283 14
Extraordinary do .	2,476 66	622 97	Decrease.	1,853 69
Totals.....	\$24,695 99	19,569 16	Decrease.	5,126 83

Average Nos. of days of patients in 1876, 23,771, cost 96c per diem.
Do do do in 1877, 26,432, cost 71 6-10c per diem.

Number and Salaries of the various Staffs in the Hospital, as they existed during the investigation of the Sub-Committee :—

MEDICAL STAFF.			
No. of Persons.		Wages.	Totals.
3	Medical Staff.....		\$ 600
STEWARD AND MEN'S STAFF.			
1	Steward.....	\$ 640	
1	Assistant.....	180	
1	Office Clerk.....	240	
1	Messenger.....	120	
2	Orderlies.....	468	
1	Day Doorkeeper.....	180	
1	Night Doorkeeper.....	180	
1	Surgeyman.....	180	
1	Carpenter.....	180	
1	2 Firemen, day and night, six months—equalling one all the year round.....	192	
11	In all.....		\$2860
HOUSEHOLD STAFF.			
3	Kitchen.....	\$ 456	
5	Laundry.....	660	
1	Seamstress.....	120	
2	Housemaids.....	216	
11	In all.....		\$1452
NURSING DEPARTMENT.			
1	Lady Superintendent.....	\$ 640	
7	Day Nurses.....	1200	
7	Night Nurses.....	852	
11	Assistant Nurses.....	1104	
5	Ward Scrubbers.....	480	
31	In all.....		\$4276
Total Staff, 56; total Cost.....			\$9178

The Sub-Committee propose the following Staff by their report (Appendix D) :—

MEDICAL STAFF.			
No. of Persons.		Wages.	Totals.
3.....	Medical Staff.....		\$600
STEWARD AND MEN'S STAFF.			
1.....	Steward.....	500	
1.....	Assistant.....	400	
1.....	Clerk Committee of Management.....	640	
2.....	Orderlies.....	468	
1.....	Day Doorkeeper.....	180	
1.....	Surgeyman.....	180	
1.....	Carpenter.....	180	
1.....	2 Firemen, day and night, six months—equalling one all the year round.....	192	
9.....	In all.....		2,740
HOUSEHOLD STAFF.			
3.....	Kitchen.....	456	
4.....	Laundry.....	540	
1.....	Seamstress.....	120	
2.....	Housemaids.....	216	
10.....	In all.....		1,332
NURSING STAFF.			
1.....	Matron.....	400	
7.....	Day Nurses.....	1,200	
7.....	Night Nurses.....	852	
6.....	Assistant.....	624	
21.....	In all.....		3,076
Total Staff, 43; total Cost.....			\$7748